

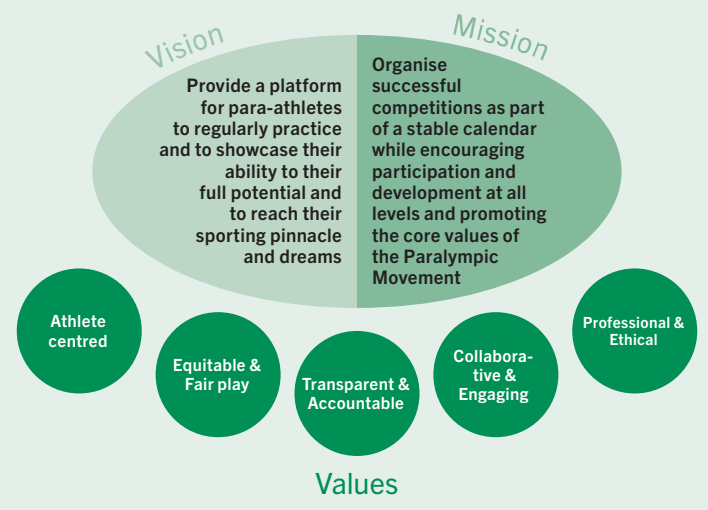
# Context and planning process

The sport of athletics is governed by the International Paralympic Committee (IPC) through the IPC Athletics Technical Committee as the International Federation (IF) and represents one of nine IPC Sports under the umbrella of the IPC. IPC Athletics developed this Athletics Strategic Plan as a sport-specific extension of the overall IPC Strategic Plan 2011-2014 and in line with the mandate of the IPC General Assembly to further strengthen the development of the IPC sports with the aim of making them self-sustainable. This strategic plan has been developed in parallel with the strategic plans of all other IPC sports following a common framework and recognising their commonalities and combined strengths, while it also carves out the sport specific long-term strategies and objectives.

The common elements which emerged from the integrated development process are described in more detail in the

# Vision, mission and values

The strategic plan development process revealed consensus and a common understanding about the vision, mission and values of the nine IPC sports. It is also considered important to have one common reference to guide and strengthen the sports collectively. Hence, here below you find the vision, mission and values applicable to all IPC sports, while putting this into the context of athletics.



overarching document “Overall IPC Strategic Plan on IPC Sports”. This present “Athletics Strategic Plan” is an excerpt of the overall plan focussing specifically on the priorities in the area of athletics thus taking into account its specificities and current stage of development. It has been written in a way to be a comprehensive and self-contained document in its own right.



# The sport

Athletics has been part of the Paralympic Games since 1960 and always attracts the largest number of spectators. The sport offers a wide range of competitions and events and is open to male and female athletes in all impairment groups. Speed, strength, power and stamina are on display during an athletics competition, the largest sport at the Paralympic Games.

Athletes compete according to their sport-specific classification in each event. Some compete in wheelchairs and some with prostheses, while those who are visually impaired receive guidance from a sighted guide.

In 1960, athletics was one out of eight sports included at the first Paralympic Games in Rome when 31 athletes from 10

countries competed in its events. In the following decades, additional impairment groups and events were added to Paralympic competitions. At the 2012 Paralympic Games 1,134 athletes from 141 countries competed in London.

IPC Athletics enjoys a close working relationship with its Olympic counterpart, the IAAF (International Association of Athletics Federations). A Memorandum of Understanding signed in 2011 outlines various areas of co-operation, such as sport rules, mutual promotion, training of technical officials and sharing and exchanging knowledge and resources. The IAAF furthermore invites prospective Organising Committees of the IAAF World Championships to also bid for the IPC Athletics World Championships.



International Paralympic Committee  
Adenauerallee 212-214  
53113 Bonn, Germany  
Tel. +49 228 2097-200  
Fax +49 228 2097-209  
ipcatletics@paralympic.org  
www.paralympic.org/athletics  
@IPCathletics  
/IPCathletics

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# International Paralympic Committee Athletics Strategic Plan

A plan of IPC Athletics for the period 2013-2016



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## Paralympic Games and World Championships

### Strategic priorities

- Ensure that the 2016 Paralympic Games and 2015 IPC Athletics World Championships event programme is attractive to athletes and National Paralympic Committees (NPCs) as well as to the public and television audiences.
- Implement an athlete qualification system that ensures a) viability of all events, b) participation of top-ranked athletes, c) clarity for spectators and media and d) representative participation of all gender and impairment types from around the globe.
- Ensure regular communication and technical reviews with the event organisers in order to promote management, presentation and officiating of the sports at the expected level of excellence.

### Objectives/outcomes

- Build a programme for the above mentioned competitions which features highly competitive events that appeal to spectators and the media and have reasonable session lengths to promote ticket sales and TV viewing.
- Increase the percentage of female participants to at least 35 per cent. Establish further athlete quotas and qualification principles at least two years prior to the competitions.
- Conduct at least three technical visits to the host cities and establish a routine to finalise the sports technical agreements with the organisers, no later than 10 months prior to the start of the competition.



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## Athlete Development

### Strategic priorities

- Produce an integrated elite competition structure (Grand Prix) staged annually for the world's top athletics athletes with quality assurance through IPC competition management support. A well balanced worldwide spread of the host cities shall also address regional needs.
- Conduct classification and education at a minimum of one Grand Prix in each region annually.
- Create a targeted strategy for athlete and competition programme development in Latin America, Africa and Asia/Oceania that co-ordinates with the integrated elite competition structure (Grand Prix). This strategy shall also address needs such as for classification, education etc.
- Provide knowledge and education resources to NPCs for coaches, technical officials and classifiers.
- Support athletes with access to affordable sports equipment e.g. low-cost wheelchair with the support of the Agitos Foundation.
- Ensure a strong regional Games programme is established (Para-Asian, Parapan American etc.)

### Objectives/outcomes

- Produce an integrated elite competition structure of eight competitions annually with the objective of reaching a fair regional spread.
- Ensure that the major competition calendar is fixed and shared with all NPCs at least 15 months in advance.
- Assess opportunities and test new competition formats such as for youth and juniors or for specific disciplines (e.g. track/field).
- Enable athletes of all regions to follow their own career and qualification path in order to reach elite competitions or the Paralympic Games through their own achievements, thus reducing wildcard needs.
- Establish a fair classification system in all three impairment groups which is supported by sports and scientific evidence.
- Increase the number of female athletes engaging in athletics by providing opportunities for girls and women. Aim for a 35 per cent female representation among licensed athletes and at major competitions.

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## Paralympic Brand

### Strategic priorities

- Organise an integrated elite competition structure starting in 2014 showcasing to a global audience the performances and abilities of the world's leading athletes in a prime environment.
- Ensure broadcast agreements and in-depth coverage for all major championships.
- Create communication platforms that raise the profile of leading para-athletes to a wide, global audience.
- Create the opportunity for an annual award event showcasing the best of the sport and the athletes.
- Create a brand development section in IPC Athletics' marketing plan with targets for further reach.
- Engage other partners who can carry the brand message for IPC Athletics, such as marketing partners, the Olympic IF or its competitions and with national federations.

### Objectives/outcomes

- Create competition highlights and peaks in-between Paralympic Games and World Championships to engage the world's media in athletics.
- Increase visibility of athletics competitions and their high-profile athletes in order to allow for continuity and for fans to follow the sport on an on-going basis.
- Promote brand with national athletics federations.
- Reach consistent application of brand applications and terminology with good understanding of commercial rights and implications.
- Measure brand visibility against initial plans. Establish a set of objective criteria to be determined.



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## Funding

### Strategic priorities

- Introduce additional key partners to contribute to the funding and development of IPC Athletics. Increase funding opportunities with existing partners.
- Develop an IPC Athletics Marketing and Sponsorship Sales Plan outlining clear revenue targets. Carve out new sponsorship packages building on the concept of the new integrated elite competition structure.
- Use broadcast visibility and guarantee to further promote sponsorship and advertising sales.
- Beginning in 2013 invest additional IPC general funds in IPC Athletics to get the integrated elite competition structure off the ground and to ensure quality management of programmes and priorities.

### Objectives/outcomes

- Secure at least one IPC Athletics-specific sponsor by 2014.
- Secure appropriate sponsorship for the annual integrated elite competition structure by 2015.
- Increase overall IPC Athletics revenues by at least 30 per cent by 2016 mainly through additional sponsors and other innovative partnerships.



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## Organisational Capacity

### Strategic priorities

- Provide quality service and support to Championship and Grand Prix competitions with enhanced focus by IPC Athletics in the development of Latin America, Africa, and Asia/Oceania.
- Provide on-going support to existing IPC Athletics Technical Officials and Classifiers while mapping out the identification of new IPC Athletics Technical Officials and Classifiers to establish the optimal level by spring 2015. Proactively determine needs and pursue appropriate recruitment and training for IPC Athletics Technical Officials and Classifiers.
- Cultivate a volunteer network across all regions through education at Grand Prix competitions; include programmes for technical officials, classifiers, competition managers, and committee contributors.
- Continue development and activation of the newly established IPC Athletics Coaches Advisory Group as well as Classification Advisory Group.
- Set up a sport-specific equipment expert group to implement and endorse the IPC Equipment Policy.
- Foster engagement with IPC Athletics community through social media and web forums
- Engage with athletes and develop a mechanism to ensure athletes' voice is heard

### Objectives/outcomes

- Establish standard competitions levels with a consistent definition of IPC involvement.
- Establish a pool of highly qualified classifiers and a network of other volunteers in accordance with the competition and athlete development plans previously outlined.
- Reach a fair gender balance and regional spread with sufficient numbers of classifiers and officials.
- Enhance communication with key athletics communities such as with athletes, coaches and officials.
- Ensure that needs and expectations of athletes and the wider athletics community are taken into account in the further planning of the sport.

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## Strategic Partnerships

### Strategic priorities

- Build on the concepts and areas of collaboration outlined in the Memorandum of Understanding with the IAAF by leveraging all opportunities in detailed follow-up and project work.
- Develop key partnerships with NPCs and National Federations to ensure regional delivery of the IPC Athletics Strategic Plan. Educate NPCs on how to develop local partnerships e.g. to facilitate access to sport structures and facilities.
- Use the Sport Technical Committee where appropriate, to engage with partners where required to deliver development opportunities for IPC Athletics.
- Partner with the Agitos Foundation, as well as with other appropriate external institutions/universities/NGOs, to strengthen research on athletics.
- Leverage expertise and resources of partners such as NPCs, Local Organisers and host cities in the staging of major competitions.

### Objectives/outcomes

- Ensure that the IPC Athletics bid book is supported within the IAAF bid document.
- Enhance relationships with the IAAF to ensure that IPC Athletics has a presence on the IAAF website.
- Develop relationships with the IAAF Technical committee to support the development and integration of Technical Officials' education.
- Enhanced working relationships with all parties involved in staging major competitions and use of synergies and efficiencies in budgets and resources.

